

**JOB DESCRIPTION**  
**Head of Income Generation and Development**

Our mission at Victim Support Scotland is to ensure that those affected by crime receive high quality support that will help them recover from their experiences. We aim to do this by adhering to our own organisational values:

- Victims Are at the Heart of Everything We Do
- We Care
- We Work with Intent
- We Are Ambitious
- We Persevere

We want victims and witnesses to be at the heart of everything we do, so they have improved health and well-being, feel safer, more secure, and informed. We are an effective organisation that makes a lasting difference to the people we support, and these values are reflected in the behaviours expected of all staff and volunteers.

<b>Reporting to Director of Development and External Affairs</b>
<b>Pay Band 6</b>
<b>Base: Glasgow or Edinburgh office</b>
<p><b>Job Purpose</b></p> <p>As a member of the Corporate Leadership Team (CLT), the Head of Income Generation and Development will provide strategic and operational leadership for Victim Support Scotland’s income generation, fundraising, partnership and associated external development activity. The role sits within the Directorate of Development &amp; External Affairs and reports directly to the Director of Development &amp; External Affairs.</p> <p>The postholder will be responsible for delivering, progressing and further developing VSS’s Income Generation Strategy, ensuring it remains aligned with the organisation’s strategic priorities for 2026-2031. The role will maximise opportunities for funding to support delivery of VSS’s core mission and long-term sustainability.</p> <p>The Head of Income Generation and Development will ensure a broad and resilient portfolio of income streams, including (but not limited to) grant funding, partnership funding, commissioned work, tenders, corporate funding and community fundraising. The role will work closely with the Executive Leadership Team (ELT), Board and partners to identify, agree and deliver strategic development opportunities.</p> <p>The postholder will also lead on brand and marketing activity that supports income generation and partnership development, and will be responsible for ensuring high standards of grant management, funder reporting and compliance across the organisation.</p>

## Key Accountabilities

### *Strategic Development and Income Generation*

- Lead the delivery, progression and ongoing development of VSS's Income Generation Strategy, ensuring alignment with the organisational strategy for 2026-2031, corporate goals and core values.
- Translate strategic priorities into clear development objectives, income targets, delivery plans and measurable performance indicators.
- Generate an annual funding and development delivery plan for each financial year.
- Produce quarterly performance and foresight reports for ELT and the Board, identifying new income generation opportunities, partnerships, service invitations to tender (ITTs) and emerging grant funding.
- Maintain oversight of the full income pipeline, ensuring effective prioritisation and use of resources.

### *Funding, Grants and Partnership Development*

- Research, appraise and respond to ITTs, grant opportunities and partnership funding opportunities.
- Lead and oversee the preparation of high-quality funding applications, tenders and proposals, ensuring collaboration across relevant functions.
- Line manage the Income Generation Team, providing leadership, supervision, performance management and professional development.
- Ensure robust systems and processes are in place for grant management, including monitoring, reporting, evaluation, compliance and audit readiness.
- Ensure timely, accurate and high-quality reporting to all grant funders, maintaining strong funder relationships and a reputation for excellence in delivery and accountability.
- Develop and maintain ethical, strategic relationships with funders, commissioners, corporate partners and delivery partners.
- Identify, scope and assess the viability, risks and benefits of new partnerships and business development opportunities.
- Develop local and national partnership agreements, including clear KPIs and reporting arrangements.

### *Brand, Marketing and External Profile (in support of Income Generation)*

- Provide strategic leadership for brand, marketing and external communications activity that supports income generation and partnership development.
- Work closely with communications, PR and service colleagues to ensure messaging is consistent, compelling and aligned with VSS's values and lived experience, used ethically and appropriately.
- Champion a clear and confident organisational proposition that articulates VSS's impact, outcomes and strategic ambition to external audiences, particularly funders and partners.

*Leadership, Governance and Organisational Contribution*

- Work closely with ELT to develop and maintain strategic alliances with partner organisations that align with VSS’s mission and long-term strategy.
- Under the guidance of the Director of Development & External Affairs, create an annual functional business plan with SMART objectives and KPIs.
- Provide appropriate progress and performance reporting to CLT, ELT and the Board, including income performance, pipeline management, grant compliance and risk.
- Provide effective line management and coaching to team members, ensuring clear objectives, regular performance feedback, and ongoing professional development that supports high-quality delivery and a positive team culture.
- Be a role model, demonstrating energetic, determined, positive, robust and resilient leadership, inspiring confidence and respect.
- Adopt a flexible leadership style, able to move from visioning to implementation, collaboration and challenge as appropriate.
- Embed a coaching culture within areas of responsibility that upholds the values of VSS.
- Provide clear, authoritative and impartial advice and interpretation of complex situations.
- Ensure effective support and performance management for all staff within line management remit.
- At all times, role model the behaviours and values of VSS.
- Continuously monitor areas of responsibility and identify opportunities for improvement and organisational learning.

**Communication Skills and Representing the Organisation**

**Internal:** Director of Development & External Affairs, Director of Service Delivery, Director of Corporate Services, Chief Executive, ELT, CLT, Heads of Function, all VSS staff and volunteers.

**External:** Funders, commissioners, Scottish Government, partners, stakeholders, other agencies and professionals, media, victims and witnesses of crime.

- Use high level of written and verbal skills to ensure clear and accurate reports provision and other communications
- Build and sustain relationships with external partners, representing VSS at meetings relating to finance as required
- Able to communicate complex financial information in a simple manner to non-expert audience
- Able to use sensitivity and diplomacy, whilst being assertive, when dealing with managers and external partners
- Build ethical and effective relationships with external partners to a high standard.
- Conduct in accordance with VSS principles and codes of conduct at all times.
- Meet the needs of demanding internal and external stakeholders.
- Use strong interpersonal and influencing skills to persuade others to support VSS’s mission and objectives.
- Deal appropriately with sensitive and contentious information.
- Communicate effectively to a range of non-specialist audiences.

#### Additional Duties

- Ensure that the development function is integrated across the organisation, within the Department and particularly within Service Delivery.
- Act on own initiative and discretion, using sound judgement to evaluate, analyse and resolve problems impacting across VSS.
- Hold responsibility for the functional budget, ensuring expenditure remains within budget and complies with VSS financial policies and procedures.
- Lead procurement of external contractors, services and systems as required.
- Support the adaptation and design of new services and systems across VSS.
- Produce business-critical information to inform partnership working and new business opportunities, ensuring confidentiality and compliance with GDPR and data protection legislation.
- Undertake any other duties as required by the Chief Executive or Board of Trustees.
- Ensure diligent record keeping of all activities in line with GDPR.
  
- **Proven experience in line managing staff**, including setting objectives, providing feedback, and conducting performance reviews.
- **Ability to coach and develop team members**, identifying individual strengths and development needs to support professional growth.
- **Strong interpersonal and communication skills**, with the ability to motivate, influence, and guide others effectively.
- **Skilled in managing workloads and prioritising tasks**, ensuring team members can meet deadlines and deliver high-quality work.
- **Experience handling sensitive or challenging staff issues** (e.g., performance concerns, wellbeing needs) with discretion and fairness.
- **Commitment to fostering an inclusive and supportive working environment** where individuals feel valued and empowered.

KEY REQUIREMENTS			
1.	Qualifications		EVIDENCED
	Educated to degree level or above (or demonstrate equivalent experience)	E	
	Evidence of Continuing Professional Development	E	
2.	Skills / Abilities		
	Proven project management skills	E	
	Excellent written and presentation skills	E	
	Ability to demonstrate digital approaches to work	E	
	Ability to develop effective internal and external relationships and networks	E	
	Effective leadership style, able to build confidence and improve performance	E	
	Ability to plan and organise a complex workload with shifting deadlines	E	
	Innovative thinking and strong problem-solving skills	E	
	Strong understanding of how marketing supports income generation, partnerships and supporter acquisition.	E	
	Ability to deliver stretching objectives through effective prioritisation and efficient use of resources	E	
	Ability to coach and develop team members, identifying individual strengths and development needs to support professional growth	E	
	Ability to deliver change through influencing, negotiation and facilitation	E	
	Strong analytical skills, including data analysis and reporting	E	
	Ability to prepare, manage and monitor budgets	E	
3.	Experience		
	Proven track record of successful funding, tendering and/or procurement activity	E	
	Experience of service design and re-design approaches	E	
	Proven ability to influence, communicate and work collaboratively	E	
	Proven experience in line managing staff, including setting objectives, providing feedback, and conducting performance reviews.	E	
	Experience of strategic project development and organisational improvement	E	
	Able to understand and interrogate data	E	
4.	Knowledge		
	Good working knowledge of the voluntary/charitable sector in Scotland	E	
	Excellent working knowledge of partnerships	E	
	Knowledge of VSS and its work – Desirable	D	
5.	Behaviours		
	Entrepreneurial mindset	E	
	Highly self-motivated with a strong, self-managing leadership style	E	
	Determination and willingness to take on new challenges	E	
	Willingness to challenge stereotyping, prejudice, discrimination and bias	E	
	Ability to cope with rapid and sustained change and competing demands	E	
	Results-focused	E	
	Honesty and integrity	E	
	Strong approach to performance management and outcomes	E	

	measurement		
	Strategic thinker able to articulate and deliver a future vision	E	
	Willingness to be flexible in working hours and travel as required	E	